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# ON MEMORIAL DAY, AMERICANS ARE

asked to pause at 3 p.m. local time for the national moment of remembrance. This act of remembrance celebrates the lives of those who died for our country and rededicates us to giving back to America in their memory. ✈



# With the approach of Memorial Day, Focus FAA

takes a personal look at the cost of war and the sacrifices paid by those who fight for this country.

Five FAA employees have lost family members since the war began in March 2003. Four of them agreed to remember their loved ones in today's issue. Anthony Wells from the Great Lakes Region, who lost his brother-in-law, Scott Sather, chose to keep his thoughts private.

Michael Cawley from the Northwest Mountain Region remembers his brother, Staff Sergeant James Cawley, a Marine who was killed in Iraq on March 29, 2003. James was 41.

## **Tell us about your brother.**

Jim was a family man first and a patriot and adventurer second. His enlistment was up a week before he deployed but he opted to go so that he could watch over his younger, mostly inexperienced recruits who had children of their own.

Jim took every course the Marines had to offer. When he ran out of courses the Marines offered he successfully completed the grueling Army Ranger course. After active duty he became a police officer and graduated at the top of his class, quickly becoming a SWAT team member and a police detective. Under Jim's training, his reserve unit regularly beat the active duty units. Because his unit performed so well, they were one of the very few Marine

# Running Every Course

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reserve units called to the front lines.

## **What's your fondest memory of him?**

Jim and I took a backpacking trip several miles into the Uintah Mountain wilderness area [in Utah] for several days. I was tanning on a rock by a waterfall and looked up and he was free-climbing the cliff of the waterfall. Being his big brother and having watched over him the whole time we grew up, my immediate response was, "Jim, if you fall, don't expect me to carry you out of here."

## **How would he have liked to be remembered?**

As just a normal guy who loved his family. He would have shied away from all the fanfare after his death and told you he was just doing his job. He would have liked to be remembered as a patriot. As an honest, upstanding citizen doing what he loved; protecting the other citizens of this nation as a soldier and a police officer.

## **Are there any recollections from your last conversation/letter/email with him?**

The last time I was with him face to face was at his going away party. It



**Jim Cawley on maneuvers at Camp Pendleton the night before he deployed to the Middle East.**

was one of the best times I ever had with him. We laughed, we joked, and we hugged before he left. The last thing I did was put my hand on his shoulder and said, "You keep your head down and don't try to be a hero." He

## Running Every Course

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**Jim Cawley (left) at a Kuwaiti camp a week before the Iraq invasion.**

responded, “Don’t worry, I’ll be back soon, but you never know...”

### **Is there anything you’d like to add?**

I’ll never forget the support from my fellow FAA employees when Jim died. The Salt Lake

City Center flew the facility flag at half staff. Between fund raising efforts at the facility and donations from friends in the agency and local NATCA members, several thousand dollars were donated to my brother’s widow and children. I

∨  
∨  
*“Don’t worry,  
I’ll be back  
soon, but you  
never know...”*

received a flood of mail and email from well wishers across the nation. I was deeply touched by the letters thanking my brother for his service. I’ve come to realize that the people in the FAA are some of the most patriotic people in this country. I’m very proud to be a part of the FAA. ✈





## Marine Lance Corporal Dimitri Gavriel

was killed Nov. 19, 2004 while conducting a house-to-house search in Fallujah. Chris Gavriel from the New England Region remembers his 29-year-old son.

### **Tell us about Dimitri.**

He was an exceptional kid that grew to become a man of substance. He set high standards for himself. From winning the New Hampshire state championship in heavyweight wrestling, to getting into an Ivy-League school, to breaking into Wall Street and “survive

**(Left) Dimitri Gavriel conducts a house-to-house search in Iraq.**

# Front Row Seat to Change

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while swimming with the sharks,” as he put it, that was the life he wanted to live. The collapse of the World Trade Towers claimed the lives of many of his friends. In a letter from Iraq, he wrote about his feelings following Sept. 11, 2001. “Everyone lost something on that terrible day of 9/11,” Dimitri wrote. “I lost my close friends — brothers — you might say. Guys I grew up with, teammates, pals, mentors, and

confidants. I watched the towers fall, helpless, from a block away in the streets of New York and made a promise before God that I would do all I could to keep something like this from happening again. I left a job I loved, said goodbye to a circle of close friends and joined the Marines, the perfect place for a guy who wants a front row seat to the sweeping changes the world is currently experiencing.”

## **What’s your fondest memory of him?**

His warm presence, his good looks, his intellect, his zest for life.

## **How would he have liked to be remembered?**

A sophisticated guy with honor, integrity, courage, commitment, love of country and life.

## **Are there any recollections from your last conversation/letter/email with him?**

As always, he described everything as being great and nothing to



# Front Row Seat to Change

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worry about. I still have a voice message in my machine saying exactly that. He wanted us insulated from the dangers and horrors of the battle for Fallujah.

**Is there anything you'd like to add?**

He humbled himself to join the Marines. Having been well schooled and trained in Wall Street, his intellect, his potential were unlimited. Yet, after 9/11 he reassessed what is important in this life and he

chose to serve for a higher purpose. The honor of service and sacrifice appealed to him idealistically and nothing would stop him from doing it. It is very unfortunate that we lost him. His country honored him and placed him among heroes at Arlington National Cemetery, where he now belongs. His friends and relatives are very proud of him, yet grief stricken beyond imagination for his loss. ✈



*“Everyone lost something on that terrible day of 9/11.”*

## Called to Serve

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**Mike Creager  
and his son,  
Tim.**

**Marine Corps Lance Corporal Timothy R. Creager** was the son of Michael Creager in the Southern Region. Tim died July 1, 2004 on a stretch of road between Fallujah and Abu Gharib. He was 21. Mike spoke about his son.

### **Tell us about Tim.**

Tim always wanted to be a Marine. He was an Eagle Scout, played the trumpet, loved riding his horse, and he actually rode bulls for a while. Upon graduating from high school, he received many honors, but the one I am especially proud of was the

## Called to Serve

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full Marine scholarship to The Citadel. He wanted to immediately leave The Citadel and enlist to fight after the Sept. 11 terrorist attacks. We persuaded him to stay, but after his sophomore year he said he felt that God was calling him to serve his country.

### What's your fondest memory of him?

I always enjoyed watching Tim play with his sister and brothers. His sister Kelsey is 14, and his brothers are Mason (9), Dawson (5), and Carson (3). They were absolutely crazy about him. Mason's class at school emailed Tim frequently while he was in Iraq and also sent him about 80 birthday cards that the entire 2nd grade had made. I see a lot of Tim in his brother Mason. Tim always had his hair cut short, always had his shirt neatly tucked in with a belt, and always had impeccable manners. Mason is the exact same way. Mason told us a few days after Tim died that he was going to name his first boy Tim so there would be another Tim Creager.



**The last photo taken of Tim Creager. "In that picture, you can see by the smile on his face how proud he was to wear the uniform of the Marine Corps," said his father, Mike.**

# Called to Serve

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## How would he have liked to be remembered?

Tim would like to be remembered as a devout Christian and as a Marine.

His short life has touched so many people. We received a letter from his captain in Iraq in which he told us how Tim's faith had inspired many to come to God. He also wrote that because of Tim's deep faith, the chapel which they constructed at the camp was named in memory of Tim.

## Are there any recollections from your last conversation/letter/email with him?

The last phone call that I got from Tim was extremely short. They were obviously very busy and in the background I could hear the other men telling him to hurry up because it was their turn. The very last email we received was a picture that someone had taken of him standing beside a river in Iraq. The email was sent about a week before he died and I assume the picture was taken about that time also. I remember emailing him back and telling him that it was one of the best pictures he had taken and he looked fantastic.



*"Mason told us a few days after Tim died that he was going to name his first boy Tim so there would be another Tim Creager."*

# Called to Serve

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## Is there anything you'd like to add?

Tim is and always will be my hero. The outpouring from my friends, family and even people I don't know is so overwhelming. At Tim's funeral there were so many people that came that the church didn't have enough seats and at the gravesite the procession started after a long delay and about three quarters into it people were still driving up to the cemetery. In Tim's memory, his step mom, Susan, supports two Marines in Iraq and provides them with letters and packages for the length of their deployment. Last year for Thanksgiving and Christmas she took on the responsibility of adopting a platoon. Many of my fellow controllers at Memphis Tower jumped in and sent thousands of dollars worth of supplies to the troops.

I think a lot of people hear about the war on TV and read about it in the papers, which is what we did also, and then go about their daily lives. [Tim's] death has brought the war from Iraq to our doorstep. Every time we hear about a serviceman or servicewoman killed, our hearts break all over again because we know what the families are going through. ➔



## Lance Corporal Nicholas D. Larson of the 1st Marine



**Mary Kay Baca with her nephew, Nick,  
on Memorial Day in 2004.**

Expeditionary Unit was killed Nov. 9, 2004 in Fallujah. He was 19. Mary Kay Baca from the Great Lakes Region spoke about Nick.

### **Tell us about your nephew.**

Nick was a very caring and determined young man. When he was in Iraq, he carried candy to give to the Iraqi children. Nick wanted to be a U.S. Marine since he was 12 years old and realized that dream just months after graduating high school. He was so proud to serve as a U.S. Marine. Nick was loved by his family and friends, and will forever be remembered as our hero.

### **What's your fondest memory of him?**

No comment.

# Serving God and Country

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How would he have liked to be remembered?

Nick would like to be remembered for his love of family and friends, his sense of humor and the ability to make others laugh, and his strong desire to serve God and his country, having made a difference in the lives of those who knew and loved him.

Are there any recollections from your last conversation/letter/email with him?

No comment.

Is there anything you'd like to add?

Please continue to remember the troops who are currently serving our country. Keep them in your thoughts and prayers that they return home safely. ✈



*“He was so  
proud to  
serve as a  
U.S. Marine.”*

# Modeling for Success

Page 16

**T**he FAA is planning to use a new wake turbulence modeling tool that many hope will not only improve safety standards but might increase capacity benchmarks as well. This program, created by Oklahoma-based Air Traffic Simulation Inc., will work with a NASA program to compare the wake vortex strengths of various aircraft models.

The Airspace Simulation and Analysis for TERPS (ASAT) evaluates the different characteristics of wake turbulence models, supporting the development of the new FAA safety standards. This might someday increase horizontal capacity, allowing more planes to fly safely in the same airspace.

The FAA believes that although ASAT might provide a tool for easy evaluation of many airplane models, service experience must

*“[NTSB] looked at what we were trying to do and agreed we were going in the right direction.”*

also confirm these predictions. The National Transportation Safety Board (NTSB) praised the FAA for developing the ASAT program and agrees the FAA should develop accurate models of the wake vortex characteristics of all newly certificated airplanes for use in the simulations, if the program proves effective.

The NTSB has encouraged FAA over the years to conduct more in-depth analysis of wake turbulence modeling, especially in addressing wake turbulence during visual approach to landing.

FAA initially decided not to require manufacturers to

determine the wake vortex characteristics of new aircraft during classification.

With ASAT, the NTSB and FAA have found common ground. George Greene, the FAA's chief scientific and technical advisor for wake turbulence, worked with the NTSB on the new classification and was pleased with the result. “There are no heroes here,” Greene points out, “just a bunch of reasonable people. [NTSB] looked at what we were trying to do and agreed we were going in the right direction.” ➔

## STAFF SGT. GREG BROCKBERG,

a nav/comm technician at the Red River (N.D.) System Support Center, deployed to Iraq last December. He fights with the North Dakota Army National Guard in a Stinger missile unit. At 52, Brockberg is the oldest soldier in his unit by 7-8 years. His wife, Becky, and daughters Lindsey (21) and Kelsey (17), await his return. The update provided here was emailed May 16.

### Describe what your unit does.

Our mission here in Iraq has nothing to do with air defense. We left all our Stinger missiles in the armory back



**Brockberg on radio watch at the training range.**



**A photo of his daughters adorn Brockberg's pillow. "The writing is just mushy stuff," said Brockberg.**

## News from the Front

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in Grand Forks; we are now performing strictly as an infantry unit. Our training in Texas and Louisiana was geared to converting tank companies, artillery and air defense batteries, and other unit types into infantry companies that would be tasked to perform typical missions in theater such as route and convoy security, neighborhood patrolling, and defense force training. Since January, we have participated in many such missions, but the primary focus for [our unit] has been to train the soldiers of a local Iraqi Army in basic infantry tasks.

### Have you had any “close calls”?

Iraq is a dangerous place, regardless of where a unit is based. [My unit] is no different. The base gets rocketed on a regular basis. Whenever we leave the “wire,” we are constantly on the lookout for placed and vehicle-borne improvised explosive devices, which are a constant threat both to us and the

Iraqi forces. A short time ago, the training site where our two line platoons work with the Iraqi army was the target of multiple rockets. Fortunately, no one was injured in the attack.

### What changes have you noticed since arriving in Iraq?

The January elections triggered a change in the situation countrywide. On the negative side, after a post-election lull in insurgent activity, recent attacks across the country have



**These Iraqi children receive sweet treats from Brockberg’s unit.**



## News from the Front

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targeted Iraqi army and police forces. These forces will continue to bear the brunt of these attacks until the citizens tire of the death and destruction plaguing their neighborhood and they begin to inform on the “bad guys” living and operating among them. We see evidence of this happening.

There are other positive signs that life for most Iraqis is improving. Many children wave to our convoys while walking to school. New homes, businesses, and factories are being built within the city of Kirkuk. We get the feeling that the people depict us more and more not as occupiers, but as liberators, who will be happy to leave this land when the mission is accomplished.

### So the Iraqi people seem to support your presence?

It is evident through our many experiences that we are making a difference in peoples’ lives. Many of us take candy stashes on missions in case we have contact with Iraqi kids. It’s an excellent chance for us to spread some goodwill and to teach them not to be afraid of U.S. soldiers. A few weeks ago a group of us distributed 20 pairs of shoes to children living in broken down buildings near one of the gates to the base. The innocent faces of the kids we help are the subjects of dozens of pictures we take to chronicle our time spent in Iraq.



*“What I miss  
the most is  
simply holding  
my wife’s hand.”*

## What do you miss most about home?

As I write this, I have only nine days remaining until I fly back to the states on 24 May for 15 days' leave. That day also happens to be my 25th wedding anniversary. It will be 6 1/2 months since I last saw my wife and daughters, although I have the opportunity to talk to them by phone or email on a daily basis. I am going home to attend [Kelsey's] high school graduation on 5 June. Fortunately, I will also be home for her birthday on the 7th and mine on the 9th. Of course I miss my family and the comforts of home. But what I miss the most is simply holding my wife's hand.

## Is there anything you'd like to add?

The support American troops have received from the people back home has been overwhelming. I have been in contact with many fellow FAA employees in the DMS SMO

via email messages. A special thanks goes out to Tony Kowalewski and the [Technical Operations] gang from Grand Forks, N.D., for all the goodies they have sent my way.

I also greatly appreciate the FAA certificate and medallion presented to Becky on my behalf back on 6 Jan. by Jerry Daily, the former SMO manager. A note to everyone back home: This country is trying to overcome years of intimidation and death at the hands of an evil dictator. Its turnaround will not be complete any time soon, but slowly we are making a difference. ✈

# Flights have been arriving and

departing Baghdad International Airport since July 2003, less than six months after coalition forces entered the city. This is in no small part due to the hard work of many FAA employees who put their personal safety and comfort at risk to move into Iraq and Afghanistan.

Jim Arrasmith, manager of the NAS Defense/ Security Office, spent about six months working at Baghdad International Airport as a member of the FAA team assisting with Iraq's reconstruction. His mission was to help establish air traffic control and aviation safety systems, procedures, and oversight in the war torn country. When asked about the time he spent in Iraq, he pauses for a moment and says, "I don't think anyone will ever know the extent of what we got involved in over there."



**Working together to restore Iraq's civil aviation capability were (from left) Mr. Abdula, director of air traffic control at Baghdad International Airport; Mr. Fakhir, director general of the Iraq Civil Aviation Authority; and FAAers Jim Arrasmith and Doug Gould.**

## Baghdad Update

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Arrasmith looks through some of the pictures he took while he was working in Iraq. As he reminisces about the best Chinese restaurant that he found down a rubble-filled alley, he looks up and remarks that this was “the best work I’ve done in 20 years with the FAA. We did a lot of stuff.”

The first pictures show a pockmarked and cratered airport. Airplanes had been stripped of anything that could be sold and soldiers had used the planes as sleeping quarters. The retired Marine laughs a little when he sees pictures of clothes strewn on lines inside a building with screens against the walls and recalls that “the Australian team was living in approach control.” By the time the first commercial passengers arrived, there was a working customs desk and elaborate security measures. “We even had the little luggage carts that you use,” Arrasmith notes. “The duty free shop was open, too.”

Baghdad Airport now is processing an average of 45 non-military arrivals and departures daily. FAA employees are credited with completing the emergency infrastructure for civil air operations. They also have prepared Al Basrah International Airport for commercial operations, including installing VSAT and radio communications; runway, taxiway, and apron striping; and installing baggage x-ray



*“Here is a  
rocket that  
almost got  
me. You’d  
know that  
rockets were  
inbound  
because  
you’d  
hear them  
overhead.”*

# Baghdad Update

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units and a perimeter fence. And the rehabilitation of water and wastewater treatment facilities is almost complete.

The FAA recently released a plan for maximizing the use of its resources over the next six months. The plan focused on helping to provide Iraqi nationals with the skills to run a safe and effective air traffic control and civil aviation safety oversight system. The FAA expects to assess the progress of this plan before the end of June.

Of course, danger remains a daily reality. As recently as last October, the State Department issued a travel warning saying “there is credible information that terrorists are targeting civil aviation” in and around Baghdad Airport.

When flipping through some more pictures, Jim finds one of a rocket sticking out of the sand. “Here is a rocket that almost got me. You’d know that rockets were inbound because you’d hear them overhead. I got behind a truck and the thing just went *thunk* and it didn’t detonate. It was only about 50 yards away.” ➔



**Iraqi air traffic controllers observe as Mr. Fakhir, director general of civil aviation in Iraq, makes history by being the first Iraqi controller to clear an aircraft to land at Baghdad International Airport in liberated Iraq.**



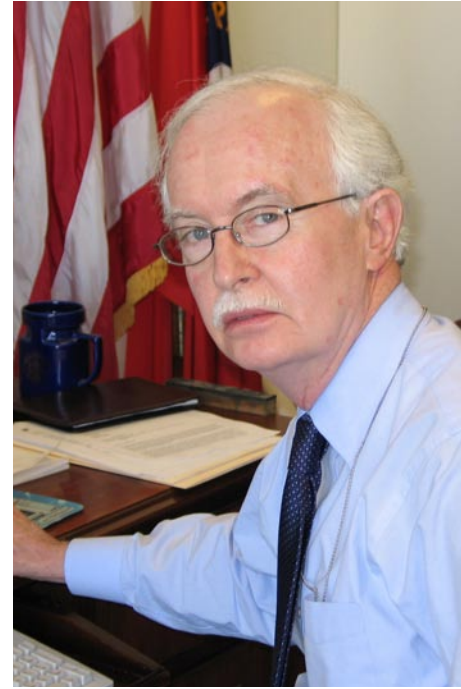
# Dulce et Decorum Est Pro Patria Mori

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Wilfred Owen was a British poet best known for his World War I poem “Dulce et Decorum Est.” He took the title from the Latin poet Horace, who wrote: “Dulce et decorum est pro patria mori” — “It is a wonderful and honorable thing to die for one’s country.”

In that poem, Owen writes of the mud, the sounds, the numbing fatigue, the fear, the blood, and death as constant companions during that awful trench warfare. If readers knew the true horrors of war, he said, they would quit referring to war as a glorious enterprise. It’s easy to rhapsodize about the glories of war, says Owen, to sing patriotic songs with hearts ablaze as soldiers march off to war, and then to return to the safe harbor of home. But, the reality of war is quite different for those who experience it. For them, war is hell.

Poems about war began to fade after World War I and the John Wayne movies of the World War II era eventually gave way to “Apocalypse Now” and “Saving Private Ryan.” As a result, we now have a more realistic notion of war. Men and women join the armed services with their eyes wide open, knowing full



**Gerald E. Lavey**

# Dulce et Decorum Est Pro Patria Mori

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well what might lie in store for them. Yet, they go anyway and, as the testimonials in this special issue of Focus FAA bear witness, they go fired with patriotism, proud of their service and what they are doing to protect their country. They see their lives as serving a higher purpose.

We often differ publicly on the rightness of this or that war. That's one of the rights we enjoy as citizens of a free country. But, let us never be divided in the respect, gratitude and honor we owe to those who fight and die in these wars. On Memorial Day, we remember those especially who have paid the ultimate price. At 3 p.m. on that day, we all are asked to pause for a moment and pay tribute.

As Laurence Binyon, another World War I poet, wrote of these fallen heroes: "As the stars that shall be bright when we are dust/Moving in marches upon the heavenly plain/As the stars that are starry in the time of our darkness/To the end, to the end, they remain." — **Gerald E. Lavey** ➔



*"To the end,  
to the end,  
they remain."*

# Deviations



# AOA HIGHLIGHTS

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## EXECUTIVE SUMMARY

### CINO CONFIRMED AS DEPUTY TRANSPORTATION SECRETARY:

The Senate has confirmed Maria Cino as the new Deputy Secretary of Transportation. The President nominated her for that position in April. For more on Cino, see [White House release](#) issued at the time of her nomination in April.

### WEISZ NAMED DIRECTOR OF FAA'S LEADERSHIP CENTER:

Jay H. Weisz, training director for the U.S. Department of Agriculture's Professional Development Center in Orlando, Florida, is moving across state to become the Director

of FAA's Center of Management and Executive Leadership in Palm Coast, Florida.

### HOW ARE WE DOING WITH THE EAS?

That's what we're trying to find out — and only you can tell us. We are conducting Employee Attitude Survey (EAS) 2005 to gauge the agency's progress in key areas identified by employees in the 2003 EAS. These key areas are leadership, accountability, managing performance, conflict resolution, recognizing and rewarding performance, and communication. A randomly selected sample

of about 6,500 employees got a chance to provide feedback starting the week of May 16. If you got one, please respond.

### SO GOOD, IT'S SCARY:

We're referring, of course, to the commercial fatal accident rate which continues to amaze. At the May 19 monthly Flight Plan Review, Safety goal lead Nick Sabatini reported the rate is now down to .015. That's unbelievable. Figures like that are yawners, though, because most of us can't relate to it. So, let's add some flesh and blood. First of all, that .015 is an average rate over

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the last three years in U.S. commercial aviation. What it equates to is moving two billion, one hundred million people without a fatal accident. Or, as Professor Arnie Barnett likes to say: If you, or any person, heads out to an airport and randomly selects airline X, Y, or Z, you would have to fly for 21,000 years before being involved in a fatal accident. Wish the odds were that good on the Washington Beltway.

## FOUR PERFORMANCE TARGETS IN TROUBLE:

The monthly review of the Flight Plan for May shows that four of the 31 performance targets

are in the red. Alaska accidents, one of the Safety performance targets, are now 12 over the target level for the period. Two other targets in the red are General Aviation Fatal Accidents and Category A&B Operational Errors. The fourth red target is En Route Altitude Change Requests under the Capacity Goal. The good news is that the commercial airline fatal accident rate is at a phenomenal .015. That's the lowest in aviation history. For more on these and other Flight Plan updates, see the summary report for May on the employee site.

## MORE ON THE TRUST FUND DEBATE:

We have posted on the front page of the employee site (see "Highlights") a background paper on the Trust Fund. With all the information flying around out there, this whole issue can get awfully confusing. It can get difficult to separate fact from fiction, or at least fact from opinion. So, this background paper can serve as a "fact sheet" and be of great help as this debate heats up.

## TECHNICAL CENTER HONORED FOR ENVIRONMENTAL EXCELLENCE:

Kicking off an FAA-sponsored two-day

# AOA HIGHLIGHTS

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Environmental Forum this morning, the Administrator announced FAA's Technical Center in Atlantic City as the winner of the 2004 FAA Administrator's Award for Environmental Excellence. The Technical Center was responsible for developing one of FAA's first environmental management systems, the Administrator said.

## AOA HIGHLIGHTS REVISITED:

Many have written in saying they miss the weekly AOA Highlights. So, what we are going to do is try to bring the same flavor and tone — including The Last Word — to the daily News Update that we post on the employee

site every day. The full *AOA Highlights*, like we used to do them, don't seem to fit into the new *Focus FAA* that well. So, instead of trying to graft *AOA Highlights* on to *Focus FAA*, and expand it to unreadable proportions, we will provide in *Focus FAA* a shorter, more succinct version of the *AOA Highlights* and save the more conversational approach, with observations, humor, asides, and wackiness for the daily News Updates. Truth be known, the old *AOA Highlights* were basically a roll-up of the daily News Updates anyway. So, we're hoping this will give readers the best of both worlds.

## VARIOUS AND SUNDRY:

- During its annual lobby week when the controller union management and members convene in Washington to lobby Congress, NATCA announced this year's [top outstanding flight assists](#).
- Last week, *Aviation Daily* and this week's [Weekly of Business Aviation](#) ran stories on the FAA Management Advisory Council (MAC) report critical of the White House and the Congress for cutting FAA funds. The MAC said that even if the 10-year plan were fully funded, we would be behind the curve in meeting projected growth.



# AOA HIGHLIGHTS

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- The May 16 [Aviation Daily](#) reports that NATCA president John Carr “**blasted FAA’s Management Advisory Council (MAC)** for statements about the controllers’ contract that he says are inaccurate.” “The part of the MAC report that Carr found objectionable,” says the Daily, “states that FAA ‘gave up key management prerogatives’ in the 1998 contract agreement which it needs to operate more efficiently.”

- *Wall Street Journal* reported last week that **airlines, always looking for living people to fill passenger seats, are now looking for dead people to fill their cargo holds.**

Macabre as this may sound, there’s money in hauling bodies and the carriers are going after the funeral-home and mortuary business. Mortuaries that book corpses on JetBlue are entitled to a free round-trip ticket after about 15 “ship outs.” A JetBlue spokesman is quoted as saying: “The yield on transporting human remains — I want to be sensitive when I say this — is definitely worth our while. I have to move close to 1,000 pounds of general cargo to equal the revenue of one human remain.”

- The [April 4 issue of Newsweek](#) has an interesting article that consists of excerpts from the recent

book *Winning* by Jack Welch, former CEO of General Electric, and his wife Suzie Welch. Welch, lightning rod for praise and criticism, has boiled down his 40+ years of experience to 8 principles of leadership.

## The Last Word:

In the [May 23 Newsweek](#), columnist George Will writes about a commencement address he gave recently at the University of Miami. The two concluding paragraphs of the column struck me in particular — one of the reasons being is that they seemed so uncharacteristic of Will himself, who always appears to be speaking from

## AOA HIGHLIGHTS

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the Olympian heights, totally cocksure about everything. So, it was refreshing to see him write the following:

First of all, to set up the speech and the column, he quoted liberally from Bill Bryson's **A Short History of Nearly Everything**, a book chock full of interesting arcane facts and observations. Why did he belabor the graduates with these facts?

"The more they appreciate the complexity and improbability of everyday things—including themselves—the more they can understand the role that accidents, contingencies and luck have played in bringing the human story to its current chapter. And

the more they understand the vast and mysterious indeterminacy of things, the more suited they will be to participate in writing the next chapter.

"This is so because the greatest threat to civility—and ultimately to civilization—is an excess of certitude. The world is much menaced just now by people who think that the world and their duties in it are clear and simple. They are certain that they know what—who—created the universe and what this creator wants them to do to make our little speck in the universe perfect, even if extreme measures—even violence—are required.

"America is currently awash in an unpleasant surplus of clanging, clashing certitudes. That is why there is a rhetorical bitterness absurdly disproportionate to our real differences. It has been well said that the spirit of liberty is the spirit of not being too sure that you are right. One way to immunize ourselves against misplaced certitude is to contemplate—even to savor—the unfathomable strangeness of everything, including ourselves.

**Gerald E. Lavey**  
**Deputy Assistant Administrator**  
**for Internal Communications**  
**Office of Public Affairs**

# Focus FAA wants to hear your feedback — good or bad —

about the content and style of this publication. We've been receiving a lot of mail suggesting improvements, and we are reviewing them. This publication will evolve with your help.

Keep in mind: all emails will be considered for print unless otherwise requested. Send your comments to [jim.tise@faa.gov](mailto:jim.tise@faa.gov).

In honor of Memorial Day, Focus FAA prints the remembrances of FAA employees and contractors whose loved ones fought for this country.

## Pin-up Girls and Iceland

My dad, Robert Zoltan Nyerges, fought in the Army during WWII. Because he died when I was a

child, (not from the war, but from illness) the talks we had about his participation in the war were received by me with the limited understanding of a child.

But the two things I remember most regarding the things he did in WWII might be kind of fun to share.

1. My dad could draw such life-like pictures of human beings that they were as vivid as photographs. He told me (and showed me) a number of "pin-up girl" sketches



**Robert Nyerges**

# Your Two Cents

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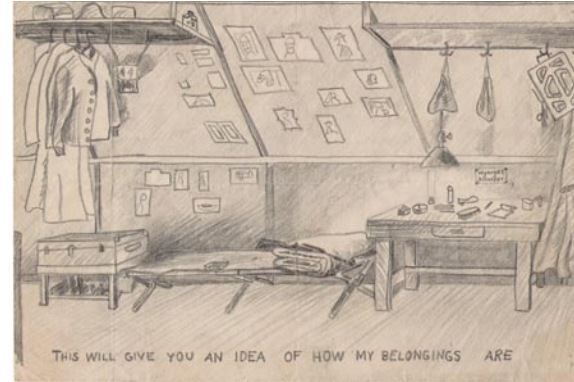
that he had done to grace the lockers of his appreciative fellow soldiers.

2. When WWII ended, my dad was stationed in Iceland. The local movie theatre was crowded with soldiers when the movie stopped, the lights went on and an announcer yelled that the war was over. My dad said that the soldiers tore the place apart in jubilation, throwing the chairs about and running rampant through the streets. I always pictured it to be like Mardis Gras. (Of course, now I realize it was just plain vandalism and pity the poor, long-gone theatre owner!)

**Catherine Huth**  
Great Lakes Region

## A Cook, A Barber, A Hero

My father, Andres Ravara, came to the United States from the Philippines. He was 17 years old when he joined the Navy [during WWII]. He said that he was 18 years old so he could get in.



**Nyerges's rendering of his quarters during WWII.**



**His drawing of actress Deanna Durbin.**

He was a “cook and barber” in World War II on a Navy ship ... [that] was attacked and sunk. As they say, my father was not the captain, but he went down with the ship after all the men were off. He and the captain were both picked up along with many of the men from the ship.

My father received a medal for staying on the ship and helping to save lives along with the captain. My father was a quiet man, who never talked about his war days - it just so happens that I found the medal one day and my mother told me the story. He never complained a day in his life about anything and I am truly proud of him for all his life contributions.

My father passed away at 92 years old.

**Linda Gentry**  
**Alaskan Region**

### **No Safe Harbor**

My Dad was a sailor in the South Pacific during WWII. Over the years, when prodded, my Dad talked casually about being in the service and being overseas. He had no pictures or artifacts to show that there was any significant attachment to that period in his life. His body was intact and he had no visible scars where fire, lead or blade left their permanent mark. It always seemed that his service was only an afterthought that paled in the moment while he carried on with the rest of his life.

He is gone now, even though his Alzheimer's weakened body is still hanging on. Some of his last sentient remarks were remembrances of atrocities he witnessed along the rivers of the Philippines. He brought them up often in the latter stages of his disease and cried openly each time. I

had never seen him cry, not when his Dad, Mom, brother or sister passed away, not when us kids were injured or sick, or when we disappointed him in our behavior — never once, until he was incapable of suppressing those horrible memories. With his defenses peeled back to bare emotions, it was shockingly apparent that he had harbored, but hid, those feelings his entire life.

I now know what it really meant to him and I am even more thankful that he, and many others, paid that price for us.

**J.B. Jones**

**Great Lakes Region**

### Other Feedback

#### **Congrats to Charlene**

I am proud to see Charlene Derry recognized for her interpersonal skills and talent. She is approachable,

straightforward, and down to earth; these three ingredients equal mentorship! I have had the pleasure of meeting Ms. Derry in my career with FAA and the few conversations we have had leaves you uplifted. My kudos to you, Charlene!!

**Pat Lucero**

**Alaskan Region**

### Employee Attitude Survey

#### **Comments**

In this day and age of cyberspace, it seems counterproductive and, frankly, somewhat smug, to “randomly” select a classic marketing representative sample of employees to participate. If this is truly an honest and open attempt at soliciting employee feedback, then why not do exactly that? Here’s one suggestion: Post the survey on a website, send out an email to everyone, and let whomever might



# Your Two Cents

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be interested participate. Otherwise, this 1960s-era selective approach smacks of deliberately skewing the results.

Another reason is that those who were “randomly selected” to participate in past years might want to participate again. The random method (assuming it truly is random) would likely preclude these employees from having the opportunity to provide follow-up feedback. After all, isn’t that what the administrator wants?

**Ann Brenden**

**Northwest Mountain Region**

## Thanks

I am a new employee and today I came across FOCUS FAA. I was very impressed with the structure as well as the content. I truly enjoyed it.

**Lisa Yao**

**Western-Pacific Region**

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